

Senior Foreign Service Skills Model

TABLE 1
CORE SKILL AREA -- LEADERSHIP

Sub skill	Examples of Demonstration of Competency
Strategic vision	Formulates and implements compelling organizational vision
	Communicates organizational goals and objectives effectively, demonstrating understanding of local realities (whether in Washington or the field)
	Translates Agency mission and strategies into employee work objectives and daily operations
Building coalitions and partnerships	Influences, persuades and negotiates to find consensus
	Pursues traditional and non-traditional partnerships
	Builds alliances with partners and stakeholders
Political astuteness	Understands and leverages external and organizational factors to achieve change
	Navigates complex overseas environment, working effectively with host country and U.S. governmental and non-governmental entities
	Is sensitive to cultural, political, and policy differences and their impact in the design and implementation of development strategies
Credibility	Commands confidence and trust
	Earns respect by leading by example
	Listens actively and is unafraid to incorporate diverse styles and ideas

TABLE 2
CORE SKILL AREA – MANAGEMENT FOR RESULTS

Sub skill	Examples of Demonstration of Competency
Accountability for results	Exhibits personal courage in willingness to express dissenting views; is responsible for finding new solutions
	Answerable for results and performance, measured through monitoring and evaluation methods
	Insists on effectiveness and transparency in the use of U.S. government resources
	Deals decisively with workplace issues including employee performance and conduct problems
Substantive knowledge	Demonstrates Agency and organizational technical knowledge
	Utilizes knowledge of U.S. foreign policy objectives and foreign environments to meet organizational goals
	Leads cutting edge applications of new concepts based on knowledge of developments in relevant fields

	Uses knowledge management to enhance performance of entire team
Problem solving	Creates an environment where problem analysis focuses on solutions
	Demonstrates adaptability, flexibility and openness
	Promotes change
	Insists upon customer service and program performance

TABLE 3
CORE SKILL AREA - TEAM BUILDING AND INTERPERSONAL SKILLS

Sub skill	Examples of Demonstration of Competency
Team Building	Fosters team identity, commitment, and spirit
	Promotes initiative, innovation, creativity and cooperation
	Manages conflict, successfully integrating opposing views and personalities
	Identifies mission-critical competencies needed in the current and future workplace to recruit and retain high-performing teams
Developing others	Mentors, coaches, teaches, empowers staff
	Provides negative as well as positive feedback; fosters continued learning
	Recognizes and rewards staff
	Values and seeks diversity
Exhibiting integrity and honesty	Exhibits high personal integrity and ethical standards
	Fosters integrity and ethical standards in others
	Admits own mistakes and confronts ethical problems
	Defends staff and core values of team even when under attack
Interpersonal skills	Works harmoniously with others
	Demonstrates empathy and places others at ease
	Uses imagination in dealing with problem cases
	Uses self-disclosure, feedback, listening, and questions to achieve satisfying work relationships
Communication	Facilitates open exchange of ideas
	Practices active listening

	Writes and speaks persuasively
	Represents USAID effectively to the media and other external audiences